

27 JUN 1973

MEMORANDUM FOR: Associate Deputy Director for Management and Services

SUBJECT : Management Training in CIA

REFERENCE : Draft memo to DCI fr C/Board of Visitors dtd 1 June 73,  
same subject

1. As the draft memorandum suggests, the obtainment of effective, responsive management is dependent upon organizational purpose, climate and a variety of things other than management skills and management training. The list is long and includes:

- Management by objectives
- Top management commitment
- Management style
- Management of behavior
- Management of change
- Management of people
- Management development
- Management techniques

2. No one approach dominates all others, and no combination of management policies and systems applicable at one point of time will insure the continuance of managerial effectiveness in the future. Accordingly, the Board of Visitors should properly state its perspective in commenting upon the content and probable value of the new Advanced Management Course.

3. Although it is appropriate to stress that management improvement must originate largely outside the classroom, it also should be noted that significant progress has been made in this respect during the past year. Certainly, the Executive Secretary of the Agency Management Committee is aware of this effort and has contributed to it.

4. I think the Board should provide a status report in the draft memorandum on the Agency Management Course, together with a summary of its views on the purpose to be served. (My specific views have been submitted to OTR.) The importance of selecting highly qualified individuals as initial attendees should be pointed out to the Deputy Directors in a meeting of the CIA Management Committee. They could be

asked to select designees for the September Course, based on the results of the current PDP exercise. It would also be appropriate for the Board of Visitors to suggest that the Deputies be given a quota to follow in making their recommendations. Perhaps nominations should be confined in the first Course to officers in Grade GS-15.

5. Recognizing the value of considering various approaches and subjects during the early runnings of the Agency Management Course, it may be a good idea for the Board to advise the CIA Management Committee of its belief that experimentation should be encouraged during the early offerings of the Course. Changes could be made thereafter in accordance with feedback received from participants and senior officials.



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Director of Personnel

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